

Executive Director Information, Technology and Systems

POSITION DETAILS

Location:	Police National HQ	Remuneration Range:	Senior Executive 4
Title:	Executive Director Information, Technology and Systems	Reports to:	Deputy Chief Executive Strategy
Date:	Jun 2014	Direct Reports:	Chief Technical Officer, Manager Innovate, Manager Align, EA, Business Services Manager

PURPOSE

Introduction

The New Zealand Police has a strategic goal to shift a greater focus towards crime prevention to stop people going through the justice system. A key element of Police infrastructure that supports this vision is its Information, Communications Technology (ICT) capability.

Information management is at the heart of the Police strategic view going forward. The New Zealand Police needs an ICT team that is more flexible, nimble, and fluid and takes calculated risks in order to support the strategic vision of the New Zealand Police.

Purpose

The Chief Information Officer (CIO) is accountable for providing leadership and direction to ensure a high quality contribution to the overall strategic direction of the New Zealand Police, through the enablement of ICT and telecommunications information management capability and for delivering integrated technology solutions for Police to support their service delivery. In order to deliver, the CIO will:

- Take ownership of the NZ Police enterprise, whole-of-government perspectives and the need to build capacity to demonstrate and balance benefits against innovation and business as usual in order to maximise value;

- Create governance, strategy and planning processes on information management required to make decisions and coordinate activity across the NZ Police organisation and the wider Justice Sector;
- Decide and set rules for how ICT decisions are made at the project and procurement levels with a focus on continuous improvement;
- Encourage the sharing of knowledge and expertise across the organisation to strengthen the organisational fabric; and
- Proactively promote opportunities for innovation, sharing, re-use, consolidation and standardisation where they add business value.

Key Result Area Accountabilities

1. Enterprise Leadership

- Works closely with the Deputy Commissioner Resource Management, the ICT Management Group, and the New Zealand Police Executive to develop and provide an integrated, value for money and customer focussed ICT support service to New Zealand Police.
- Provides the Commissioners, Police Executive and Police Managers with high quality and best practice advice on ICT related strategies and issues, and ensures that opportunities and risks are identified and appropriate actions are recommended and followed through.
- Keeps the Deputy Chief Executive Strategy informed of any risks which may impact on New Zealand Police's reputation.
- Ensures effective monitoring, controlling and reporting on all ICT assets, expenditure and financial commitments to ensure financial integrity and sustainability.
- Champions New Zealand Police and its values, demonstrating leadership across the public sector, and building strong internal and external relationships that reinforce New Zealand Police as a public sector leader and benchmark organisation in the information technology field.

2. Strategy and Planning

- Develops, sets and aligns ICT strategies to support New Zealand Police's overall strategic direction and business priorities.
- Provides leadership and support to facilitate organisational change.
- Leads the development of strategies, policies and procedures that are aligned to and support the work of New Zealand Police's business units, including:

- providing the vision of how ICT can respond to business needs through both innovation and business as usual development;
- developing strategies that support business needs and priorities, and ensuring the operationalisation of these strategies;
- maintaining an “end to end” view of ICT’s role to deliver value and support to business units;
- Ensures an effective risk management framework that includes regular assessment of risks, identification of new/potential risks, and ensures that the framework complies with the requirements of New Zealand Police’s overall risk and assurance strategies.
- Develops and actively maintains specific action and contingency plans for high risk business critical systems, applications and services, including the development of business continuity plans and the testing of crisis management plans and disaster recovery arrangements.

3. Architecture Policies and Standards

- Ensures that ICT has the necessary capability and the appropriate systems (infrastructure and applications) in place to deliver on New Zealand Police’s strategies and objectives now and in the future.
- Ensures a responsive, flexible, stable, secure and resilient technological platform and operating environment.
- Maintains the capacity and capability within ICT to deliver ICT projects required by New Zealand Police so it is able to deliver on its strategic direction and meet its business needs.
- Develops strategies that anticipate, manage, mitigate and monitor the risks associated with providing reliable organisation-wide information and telecommunication technologies and services.
- Ensures that the appropriate security protocols are in place that protect and maintain the availability, privacy and integrity of New Zealand Police’s information and telecommunication systems, and ensures that the appropriate systems and applications are available to those individuals who need to access them to do their jobs.
- Leads and ensures the development and operational delivery of high quality information and telecommunications technology services that are best practice, customer orientated and future-focused.
- Consults with internal customers to determine priorities, develops appropriate strategies, and agrees the appropriate level(s) of service delivery and support.
- Ensures that the agreed services are delivered when and where they are supposed to be delivered.

- Provides the necessary support to ensure that the agreed services are provided in a secure, efficient and cost effective manner.

4. Knowledge Sharing and Collaboration

- Represents New Zealand Police in justice sector fora that will contribute to its reputation for excellence and expertise, including:
 - representing New Zealand Police in a professional and competent manner;
 - displaying leadership in New Zealand Police across the area of ICT expertise;
 - developing networks that will contribute to enhancing New Zealand Police's reputation for leadership, innovation and knowledge in the area of information technology and telecommunications; and
 - working effectively with external stakeholders on ICT and telecommunications related issues.
- Leads the ICT Service Centre and ensures the implementation and delivery of high quality ICT and telecommunications services, policies and advice to managers and staff, including:
 - driving the development of all ICT strategies, innovation and policies across New Zealand Police;
 - analysing feedback from customers (internal and external) on areas for improvement in ICT;
 - establishing quality and best practice standards of service and monitoring and reviewing performance against these standards; and
 - realising the investment in New Zealand Police's ICT business critical systems.
- Regularly informs clients about the services of ICT and its performance.

5. Synergy

- Promotes ICT as a source of technological innovation that lowers costs, creates value, makes it easier for Police to carry out their core functions, and makes innovation real.
- Takes a whole-of-government view to the provision of client-centred services and works closely with central agencies and other government departments.

- Ensures client-centred service delivery and quality service is delivered to New Zealand Police in the area of information and telecommunications technology. This includes:
 - aligning ICT service delivery with organisational, business group and individual customer needs and priorities;
 - adding value to both the long-term strategies and plans of New Zealand Police and the day-to-day business of the various business groups; and
 - evaluating and prioritising improvements to the information technology and telecommunication infrastructure to ensure that ICT resources are being used effectively.

PERSON SPECIFICATION

Values

The following values are the fundamental principles of behaviour that guide New Zealand Police at all levels within the organisation. The successful applicant will demonstrate these behaviours.

Integrity

All Police members are committed and loyal to the vision, values and goals of the organisation. They inspire trust and behave honestly and ethically.

Desirable Behaviours:

- Communicates openly and truthfully with discretion
- Remains impartial and polite in all interactions
- Challenges unethical or unprofessional behaviour
- Maintains confidentiality with discretion
- Respects confidences

Professionalism

All Police members are aware of the impact of their behaviour at all times. They maintain self-control, are resilient and present a professional image. They uphold the rule of law and maintain the guidelines, standards, policies and procedures set by the organisation.

Desirable Behaviours:

- Remains objective
- Able to work through and recover from setback or disappointment without affecting performance
- Controls emotions that may negatively affect performance or interpersonal relationships
- Seeks, accepts and gives feedback constructively
- Effectively manages conflict
- Adheres to correct policies and procedures
- Maintains political neutrality in public regardless of personal political beliefs

- Maintains high standard of personal appearance

Respect

All Police members understand that their role is to acknowledge and respond to our diverse society and to serve all people with dignity. In doing so they recognise the rights, values and freedoms of all people.

Desirable Behaviours:

- Treats all people in a fair, equitable and non-discriminatory manner
- Listens to and respects the point of view of other cultures
- Listens to and respects the views and values of the community
- Open and sensitive to cultural needs
- Shows consideration of diversity
- Takes account of the community and stakeholder views and values in decision-making
- Adapts communication style in line with needs of the community
- Positively responds to the contribution of all members of Police

Commitment to Maori & Treaty

New Zealand Police are committed to being responsive to Maori as tangata whenua, recognising the Treaty of Waitangi as New Zealand's founding document. By working with Maori, New Zealand Police will enhance safety and security.

Desirable Behaviours:

- Establishes contacts in Maori community appropriate for role
- Understands sensitivities that arise from Tikanga when dealing with Maori
- Able to discuss Treaty of Waitangi issues and provide perspective within a policing context
- Encourages others to understand Treaty of Waitangi
- Seeks advice from Kaitakawaenga (Iwi Liaison Officers) in sensitive, complex situations involving Maori
- Acquires and uses Te Reo Maori in conversation and where appropriate in documents

Competencies

The following competencies describe the behaviours attributes and characteristics required to be effective in this position. The successful applicant will demonstrate these competencies.

The three (3) **essential** competencies for this position are:

1. Challenging for Continuous Improvement

Effective performers are flexible and responsive to the changing needs of the community and organisation. They constantly seek improvement to ensure effective and efficient service delivery. They demonstrate the ability to adapt to

new situations and promote and encourage initiatives for personal and organisational improvement.

Desirable behaviours:

- Constructively challenges established ways of working where improvements can be seen
- Proactively seeks to improve the service provided
- Identifies obstacles and seeks to remove them or work through them
- Adapts own behaviour to suit changing circumstances
- Actively supports change initiatives and shares good practice
- Implements changes in a measured way that allows appropriate time for consultation and acceptance
- Recognises internal and external changes, trends, issues and raises them for discussion
- Willingly seeks out opportunities to exceed service expectations

2. Building Partnerships

Effective performers work co-operatively with others to build partnerships and achieve desired outcomes. They actively network, create and maintain relationships that inspire trust amongst all stakeholders in order to share information and co-ordinate action effectively

Desirable behaviours:

- Proactively develops and maintains networks internally and externally
- Develops and maintains effective working relationships
- Liaises professionally with stakeholders
- Sees initiative to take the first step in building relationships
- Shares knowledge internally and externally to achieve overall objectives
- Asks for information or assistance from others
- Communicates the benefits of working together

3. Strategic Development

Effective performers think strategically when planning for the future. They develop national, district or service centre strategy that determines business and operational planning and policy.

Desirable behaviours

- Focuses on future development
- Considers and evaluates global and national trends
- Promotes and sponsors strategy
- Ensures organisational strategies are aligned
- Ensures priorities are aligned with strategic objectives
- Proactively monitors progress

Highly desirable competencies for this position are:

1. Influential Leadership

Effective performers communicate a vision, provide direction, coordinate and develop individuals and teams. They inspire and motivate others through personal example, while enabling colleagues to maximise potential. They use a combination of authority and influence at all levels of the organisation.

Desirable behaviours

- Assumes responsibility in times of uncertainty or crisis
- Communicates clear and firm directions when required
- Defines and actively models high standards of behaviour
- Communicates clear direction to all
- Delegates responsibility to enable others
- Supports and inspires individuals and teams to work towards a common goal
- Adopts appropriate leadership style to suit the situation
- Coaches, develops and mentors others
- Allocates and uses resources effectively and efficiently
- Actively promotes success stories

2. Accountability for Performance

Effective performers take personal responsibility for achieving personal and team goals and targets. They set clear objectives and are committed to their work. They plan, prioritise and use their time and energy effectively to achieve desired outcomes. They promote accountability in others and take responsibility for their own actions and decisions.

Desirable behaviours:

- Sets challenging and realistic goals, targets and objectives
- Manages time effectively to achieve goals, targets and objectives
- Contributes to projects or operations to achieve results
- Takes appropriate responsibility for any delegated work
- Promotes and encourages the desirable performance of others
- Addresses poor performance from others
- Actively seeks out development opportunities
- Demonstrates personal drive and commitment
- Stands by own decisions and takes personal responsibility when things do not go to plan to rectify and learn from them
- Actively participates as part of a team

3. Building Talent and Managing Performance

Effective performers actively develop employees who report to them. They explain performance standards and provide timely and honest feedback. They help employees acquire new skills and knowledge and provide advice from their own experiences. They identify and facilitate developmental experiences for employees across the organisation that contributes to individual and organisational capability.

Desirable behaviours:

- Is aware of each employee's career aspirations, engagement levels and abilities.
- Works with each employee to develop and implement individual development plans

- Monitors employee performance and engages in frequent discussions about performance and development
- Supports employees to identify and accept stretch development opportunities
- Constructively addresses inappropriate behaviour or poor performance in a timely manner.

4. Exercising Judgement

Effective performers seek out and make full use of all available information and experience to resolve a situation. They analyse the options and associated risks while considering possible solutions within time constraints.

Once the analysis has been completed, they make sound decisions or recommendations.

Desirable behaviours

- Objectively evaluates situations
- Uses combination of information, experience, and initiative / “gut feel” when resolving situations
- Identifies risks and acts accordingly
- Identifies causes of problems and takes steps to resolve them
- Consults with others to achieve effective solutions
- Makes and communicates difficult decisions
- Responds quickly and decisively in emergency situations
- Identifies and takes action to minimise risks to service delivery
- Recognises own knowledge or experience gaps and asks for help

Technical Skills:

1. Demonstrates a broad range of leadership, management and governance experience in leading integrated systems and capability.
2. Demonstrates outstanding communication skills. Is able to convey information and ideas accurately and clearly.
3. Demonstrates the ability to apply in-depth analysis to complex issues with the ability to engage legislative frameworks and governance that apply to ICT.
4. Must have a thorough understanding of the ICT industry and related areas, including trends, new technology directions and best practice.

Special Requirements:

- A relevant tertiary business qualification.
- Top secret security clearance is essential.

NOTE

For selection purposes each of the above competencies will be considered in relation to the following:

- 1 Potential to perform well in the position, given a reasonable period of time for familiarisation and/or training.
- 2 Personal attributes and temperament relevant to the position.

- 3 General health which will allow for the performance of all duties and functions of the position.

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